

## ROUTING AND RECORD SHEET

**SUBJECT:** (Optional)  
Response to OPM request for information on CIA Management and Executive Development

**FROM:** [Redacted]  
Director of Training & Education  
Rm. 1026 CofC

EXTENSION

NO.

OTE 89-2930

DATE

19 December 1989

**TO:** (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

**COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director of Admin  
Rm. 7D24  
New Headquarter Building

EXA  
22 DEC 1989

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2.

3.

ADDA

26 DEC 1989

R

4.

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DDA

26 DEC 1989

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6.

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Registry file

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DD/A REGISTRY

FILE: OPM-37-AR



Washington, D.C. 20505

OTE 89-2930

18 DEC 1989

Mr. Curtis J. Smith  
Associate Director  
CEEDG  
US Office of Personnel Management  
1900 E St, NW., Room 6F08  
Washington, DC 20415

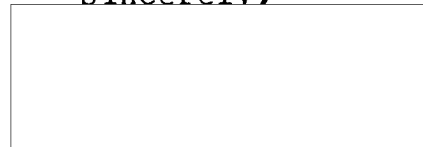
Dear Mr. Smith:

Judge Webster asked me to respond to Constance Newman's request for information on the Agency's executive and managerial development effort. The enclosed responds to your questions.

I would be particularly interested in receiving the results of your survey from other government agencies. Although we are in touch with a number of them and have consulted with OPM regarding outstanding government programs, I am sure there are good ideas we can profit from and of which we are unaware. We would also be interested in staying in touch with your Advisory Committee on Executive and Management Development.

Please contact [redacted] Chief, Leadership Development Division, Office of Training and Education, CIA [redacted] if you wish additional information.

Sincerely,



Director of Training and Education

Enclosure

## EXECUTIVE AND MANAGEMENT DEVELOPMENT SURVEY

### CENTRAL INTELLIGENCE AGENCY

Question 1. What is your current executive and management development plan? What are especially successful program elements?

The Central Intelligence Agency employs both centralized and decentralized approaches to executive and management development that incorporate job assignments, formal rotations and classroom work. Up through the SIS-2 executive level, development is primarily the responsibility of the individual directorates and components in the Agency. They make use of systematic developmental job assignments, rotations both within and outside the components and classroom training to equip managers and executives.

#### Job Assignments and Rotations

Directorates and components have adopted different approaches to management and executive development to meet their particular needs. For example, one component has recently developed a Leadership Development Program for promising managers and non-managers consisting of a six-month long structured program of leadership development experiences. Another has encouraged aspiring SIS level officers to serve rotational tours in national security and foreign policy making agencies in order to ensure that they better understand the perspectives of our customers.

Directorates and components routinely select their most promising GS-14 to SIS officers to serve on rotational tours in senior office, directorate and Agency staff assignments such as the Office of the Comptroller, Office of Congressional Affairs and as aides to senior Agency executives. Such assignments have been particularly effective in broadening the experience of those assigned. Furthermore, our four directorates frequently encourage promising officers to serve rotational tours in other directorates and outside the Agency.

Recently, Judge Webster implemented a particularly successful program of encouraging promising GS-15 and SIS officers to serve one-year rotational tours in our Office of the Inspector General. During their tours, these officers work on program and component

inspections that not only ensure our effectiveness but serve to give them a broad management and executive perspective on our Agency.

At the senior executive levels, we have increasingly sought to provide our executives with a broader Agency perspective by job assignments at senior levels in other Agency directorates and components. This informal policy, overseen by our Executive Committee, has sought to ensure that senior officers employ a corporate perspective to Agency issues.

### Training

The Agency, through our Office of Training and Education, has a structured program of training that enables components to provide development and skills training for managers and executives. Certain of these programs are mandatory. The essence of this program is outlined below:

#### Management Level

Managing and Leading in CIA (five days): required of all new first line managers

Elective Training (one to five days)

- Management skills
- inter-personnel skills
- Agency mid-career orientation

External Training (up to one academic year)

#### Executive level

Executive Seminar (five days): required of all new SIS officers

Elective Training (one to five days)

- executive skills
- resource decision making
- CIA and the Congress
- Agency substantive and leadership issues

External Training (up to one academic year)

In order to encourage our components to utilize our leadership development programs to greatest effect, we require them to nominate students for certain flagship courses. These include Leadership Styles and Behavior, Program on Creative Management, Intelligence Issues and Challenges and Mid-Career Course.

Certain courses in our program have proven to be especially successful:

The Mid-Career Course (five weeks) for GS-12 through GS-14 officers has been an Agency institution for many years. We seek to get our most promising officers in this program, which gives them broad exposure to the organization, functions and leadership of the Agency.

The Managing and Leading in CIA course (five days), introduced three years ago, gives our new managers an orientation to what is expected of them by CIA as well as specific management techniques that they can employ.

The Program on Creative Management (five and one-half days) provides our best GS-14 and 15 managers an intensive program of leadership training and self-assessment. The program, similar to that offered by the Center for Creative Leadership (CCL) in Greensboro, North Carolina under the name Leadership Development Program, is particularly effective. CIA is the only government Agency to run this program on its own.

We utilize external training as well. We have an Agency Training Selection Board, chaired by our Director of Training and Education, to select outstanding Agency managers and executives for a wide array of government and academic programs. These are detailed in question four.

In addition to our formal training program, we have utilized informal seminars to better acquaint potential executives nominated by our directorates with substantive and leadership challenges facing the Agency. The "DCI Seminar", run annually by our Deputy Director for Planning and Coordination, utilizes monthly informal discussions and presentations by senior executives on important issues facing senior Agency management.

Question 2. How centralized are your training and development activities at the executive and management level?

The bulk of our management and executive development training effort is centralized in the Office of Training and Education. The Office provides both structured formal courses for managers and executives, outlined above, as well as general guidance for individuals and components on appropriate training. The Office also runs the Training Selection Board. As noted above, with the exception of the Executive Seminar and Managing and Leading in CIA, which are mandatory, offices are left to determine their own policies regarding development of personnel within their components and utilization of centrally provided training. In addition, although most requests for external training are initiated in Agency components, all Agency external training is approved by the Director of Training and Education.

However, some individual directorates and offices have organized their own management training and development courses. Sometimes these have been developed in conjunction with the Office of Training and Education. OTE, for example, runs a course sponsored by one directorate on the supervision of analysis that complements our Managing and Leading in CIA program for new managers. Another directorate has recently directed its component offices to develop a follow-on training program for new managers to Managing and Leading in CIA.

Question 3. What has your Agency identified as the most important training and development practice at each level including job assignments, formal rotation and classroom instruction?

The Agency has not made a formal assessment of training and development practices at different job levels that would provide a definitive answer to your question. However, several years ago, the Office of Training and Education conducted an extensive survey of Agency executives concerning what they perceived to have been key events in their development. Although a diversity of developmental events and experiences were identified, several clusters stood out:

- challenging assignments.
- a position of responsibility early in career.
- rotational assignments.
- working for an outstanding manager or receiving mentoring from an outstanding manager.
- external and internal training.

This survey, as well as our informal experience and contemporary academic research, suggests that job assignments, including formal and informal rotations, are the most significant formative experience for our managers and executives. Classroom training is a valuable supplement to what managers learn on the job.

Question 4. How much does your Agency spend annually on executive and management development training? If possible, indicate how this is allocated between internal training and external training, including government and academic programs.

Agency budget figures are classified so it is not possible to give precise answers to your question. Furthermore, since some management and executive development training is decentralized in individual directorates and components, it is difficult to formulate a precise figure. It is also sometimes difficult to distinguish "executive and management development training" from other training that supports Agency functions. Nevertheless, our estimate is that the Agency spends approximately one-tenth of one percent of its budget on such training and development.

We estimate that about two-thirds of this total is for internally provided training. A great deal of this, of course, is provided by organizational and independent contractors rather than Agency staff and in many cases involves in-house presentation of a commercial training package.

External training--that is training at other government, private or academic institutions--makes up about one-third of our total expenditure. We utilize a wide range of outside training programs. The Training Selection Board, chaired by the Director of Training and Education, selects and sponsors candidates for the following range of programs:

- Military war and staff colleges
- Foreign Service Senior Seminar
- Office of Personnel Management Executive Seminars
- Federal Executive Institute
- Harvard University programs such as the Program for Senior Managers in Government
- Brookings Institution programs such as the Executive Leadership Seminars

In FY 1989, about 90 Agency managers and executives participated in such programs.

The Agency also sends managers and executives to a wide range of additional programs. These range from commercial seminars by such organizations as CareerTrak to courses sponsored by local academic institutions such as George Mason and University of Virginia to OPM and USDA courses.

STAT DA/OTE/LDD, [REDACTED] (18 December 1989)

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